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REPORT
of the
INTERIM COMMITTEE ON HUMAN RELATIONS

to

The Honorable John F. Shelley
Mayor, City of San Francisco

October 8, 1964

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October 8, 1964

The Honorable John F. Shelley
Mayor, City of San Francisco
City Hall
San Francisco, California

Dear Mayor Shelley:

The Interim Committee on Human Relations has completed what we trust has been a constructive preparatory phase in the development of equitable and durable human rights policies for San Francisco.

You gave us, and we accepted, a dual responsibility. On the one hand you requested us to participate directly in the mediation of pressing human relations issues, and on the other to assist in laying a firm foundation for the permanent assurance of equal opportunity and all other civil rights to minority groups in our community.

That assignment we have endeavored to fulfill to the best of our ability.

The attached report, which terminates the Committee's work, is therefore both a record of accomplishment and a suggested outline for future public policies. We offer it as guidance to the new Human Rights Commission and its Advisory Council which now assume such important responsibilities for dealing with human relations issues and problems throughout the city.

We cannot let the occasion pass without expressing to you our sincere thanks and appreciation not only for your continuing encouragement of our work, but also for your own sound leadership in San Francisco's human relations and effective intercession for the relief of civil rights tensions. In turn, we are grateful to you and our fellow citizens for the opportunity to provide at least some measure of civic service in such a vital area of our community life.

It is clear that the achievement of full rights and equal opportunity for all San Franciscans by the new Human Rights Commission and its Advisory Council will require no less than the full cooperation and wholehearted support of the entire community. Based on our experience during these past months, we have every confidence that San Francisco will rise to this fundamental challenge.

Sincerely yours,


James P. Mitchell
James P. Mitchell, Chairman
Interim Committee on Human
Relations



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INTRODUCTION

During the last year, demonstrations on behalf of minority groups erupted in hotel lobbies, supermarkets, drive-in lots, automobile showrooms, and on the streets of San Francisco. In this climate of conflict, Mayor John F. Shelley selected fourteen men and one woman to serve as the city's Interim Committee on Human Relations until the permanent Human Rights Commission was established.

The Mayor gave the Interim Committee a terse mandate, "Put out fires. Prevent fires." The immediate issue was employment. Civil rights spokesmen asserted that few minority people were found in San Francisco businesses and these mainly in menial jobs. Employers responded that discrimination was not the reason, but that qualified minority workers seldom applied for openings. The Mayor's mandate was directed toward solving this enigma in the best interests of all San Franciscans.

As an unofficial body, the Interim Committee on Human Relations worked under some limitations. Through the generosity of a local foundation, the Committee had the services of a small staff. The Mayor turned over the resources of his own administration and supplied the influence of his "good offices." Mainly the Committee had to rely upon the good will of the business, labor and minority communities for cooperation. Happily it found an expressed desire to achieve equal opportunity in San Francisco from leaders in all three areas.

This final report of the Interim Committee on Human Relations consists of a brief analysis of the employment problems of minority groups here and of the activities of the Committee during its five months life span.

The report concludes with general recommendations directed to employers, to organized labor, to civil rights groups, and to the general public. Appended is a checklist of specific suggestions to these same sectors.

The Interim Committee's fifteen members - representing business, labor, minorities, religion and the public at large - are keenly aware that their efforts are but a beginning for San Francisco. The Committee members agree that the nation's major domestic problem, racial and ethnic relations, is also the major question for San Francisco in 1964. This report is offered to the city with a deep sense of urgency. The issue is basically a moral one, but we believe that the key to tranquil and equitable racial and ethnic relations lies in full economic opportunity for all. We offer this report confident that San Franciscans will agree and will respond effectively.

2.

THE PROBLEM

In little over a century, San Francisco has grown from an under-developed village to a rich and vital urban center of the United States. This dramatic growth has depended upon continuous streams of people in all racial and ethnic groups from every part of the world.

Yet today in San Francisco at least three distinct minority groups are separated in varying degrees from the community's vital economic activities and share unequally in its advantages.

Over one-tenth of the city's residents are Negroes.* Most of these people came following World War II, attracted by the same opportunities which spurred other Americans into the huge migration west. A small

*

Estimate made by California State Department of Finance, July 1, 1963.

number of Negro San Franciscans have achieved success, but as a group Negroes are in a crisis comparable to the great depression of thirty years ago. The average income of Negroes in the Bay Area is less than 70% that of the total work force; their unemployment rate is chronically over twice that of the general population.* In the face of increased demands for higher skills, coupled with rising unemployment in the ranks of lower skilled workers and the inability of a disproportionate number of Negroes to furnish new skills, the economic prospect of many Negroes is bleak. A large portion of the Bay Area's Negro population comes from other places where the burden of discrimination and inherited deprivation was extremely great. For all practical purposes, the effect of this background still plagues them here. There is a widespread fear that most Negroes will be permanently frozen out of the changing labor market unless drastic steps for economic integration are taken. It is these factors which caused some civil rights groups to present "demands" to employers and to follow these with dramatic demonstrations.

The turmoil surrounding the demonstrations on behalf of Negroes has tended to overshadow the problems of another tenth of the city -- the Spanish-speaking.** Certainly Spanish-speaking people are not new to San Francisco, but more are arriving daily from other sections of the country, from Mexico, from Central and South America. These newcomers often face difficult language and cultural adjustments, compounded by the altering skill market. Almost a third tenth of the city's population are non-whites of Oriental and other backgrounds.*** Largely they are

*"Economic Status of Negroes in the SF-Oakland Bay Area," May 1963 by California State Employment Service.

**"Californians of Spanish Surname," May, 1964, Division of Fair Employment Practices.

***Estimate made by California State Department of Finance, July 1, 1963.

not newcomers and many have previously made or recently found economic opportunities more easily than the other two minority groups. Yet they too encounter restrictions upon the opportunities available to individuals.

To different degrees, then, and for somewhat different reasons, three large minority groups do not participate fully in the community's economy. Today's city is a greatly interdependent complex which cannot afford discrimination or tolerate deprivations handed down through history. In addition to the moral principles involved, an increasingly crowded, modern urban center cannot grow in health if a sizeable proportion of its inhabitants are severely disadvantaged.

The critical question faced by the Interim Committee was: what affirmative actions can be taken cooperatively by the various sectors of our community to provide realistic opportunities for the full-scale economic integration of minorities? The Interim Committee dealt with demonstrations resulting from breakdowns in negotiations between civil rights groups and employers. But it determined to restrict its other activities to finding ways to accelerate employment. While the Interim Committee's attention was drawn mainly to the problems of Negroes, it is mindful that the other two large minority groups must also be included in affirmative programs.

3.

ACTIVITIES

Upon its formation, the Interim Committee informed all employer and civil rights groups that it was available to mediate disputes resulting from breakdowns in current negotiations or in connection with agreements already consummated. The local branch of the National Association for

the Advancement of Colored People and the Cadillac Agency agreed to use the Committee's services.

(a) Motor Car Dealers Association and the NAACP dispute:

After a number of meetings, the Interim Committee effected separate agreements between itself, the Motor Car Dealers Association, and the local branch of the NAACP. The Association agreed to send notices of all job openings among its 36 dealer members to the Committee, the unions with which members had contracts and to the California State Employment Service. The Interim Committee agreed to inform the NAACP of progress made and to investigate allegations of lack of conformance to the agreements. As notices of openings were received from the dealers, they were shared with organizations in contact with potential minority employees and close contact was maintained with the State Employment Service. The dealers also agreed to cooperate in training programs, showed their willingness to take on apprentices and also to participate in pre-apprenticeship training courses. A report taken May 8, 1964 from the MCDA indicated that of a total of 1,515 employees, 283 or 19% were members of minority groups. On July 8, the number of minorities hired since the previous report was 21.2% of the new hires. On one occasion the NAACP requested the Committee to investigate the charge that a dealer had refused to hire minorities following the April 18 signing of the agreements. In this case inquiry showed that of 18 hires since that date, four were of minorities, a fifth was being seriously considered and a non-white apprentice had since been taken on by the company.

The MCDA agreement with the Interim Committee set a new precedent in that it did not include a "measurable goal" - a minimum and stipulated

number of minority employees to be hired within a given period - as had previous agreements. The agreement did contain certain points dealing with the adoption of publicly announced equal opportunity policies by the dealers and other features common to similar arrangements between business and civil rights groups. However, the Interim Committee was able under its agreements to enter the MCDA-NAACP dispute as a third party and assume a responsibility for seeing that the job opening procedure worked by actively participating in the recruitment of workers. This role set a precedent which paved the way for the relationship worked out later by the Bank of America and the California Fair Employment Practices Commission on a statewide basis.

(b) California State Employment Service Neighborhood-Station Program:

Early in its life the Interim Committee determined that it was essential to develop an effective mechanism for bringing qualified minority workers into the job market and to help those not qualified obtain education training. The goal of the Committee, and of civil rights and business groups, was not to displace other workers in favor of minorities but to equip the latter as effective workers and to help employers locate them. The Interim Committee learned that the State Employment Service regional office was contemplating expansion of its placement and training services for the same reasons. The Committee cooperated with the CSES in the submission of an application for a grant from the U.S. Department of Labor which would finance the establishment for a three year period of neighborhood stations in the Fillmore, Hunters Point and Mission districts. The neighborhood stations will offer regular testing and job-placement services to all

applicants. In addition, new training programs will be developed in relationship to demands from the employment market. The Interim Committee has served as advisory committee to the CSES program, as will its successor the Human Rights Commission, with the prime role of stimulating business to utilize the expanded services as an essential part of the acceleration of integration of the labor force. Also involved in this program are indigenous neighborhood groups which will work to assure utilization of the new opportunities by minorities and others in the districts in need of these services.

(c) Conferences

Shortly after it began, the Interim Committee scheduled a series of separate meetings with organized labor, minority groups, business and industrial leaders. Attending were representatives of the San Francisco Labor Council, ILWU, Teamsters, United Freedom Movement and a host of other minority agencies, Chamber of Commerce, Federated Employers, Downtown Association, NAACP, Community Service Organization, Conference on Race & Religion, Hunters Point-Bayview Citizens League, Catholic Council for Spanish-Speaking, Candlestick Democratic Club, Negro American Labor Council, YMCA; American-Chinese community, Greater Chinatown Community Service Association, and the Presbyterian Church in Chinatown. The Committee found general agreement with the central need for speeding the integration of minorities into San Francisco's economic life. Among other points, these stand out: minorities feel that the good will of employers and unions must be demonstrated in actions as well as in words; unions are concerned about the number of "blue-collar" jobs lost to San Francisco by the exodus of

industries and some union spokesmen believe that this problem must be resolved before full participation of minorities can occur; business leaders welcome qualified employees but state that they are difficult to find among minorities. Employer groups agreed to cooperate in a general program of educating their members about the problem and assisting firms to integrate more quickly.

Conferences were also held with the publishers and top staff of the three city daily newspapers at which the Interim Committee expressed its concern that the press help the community understand the nature and causes of intergroup problems so that realistic steps might be taken in place of emotional and misinformed reactions.

(d) Inventory of Training Resources:

The Interim Committee found that there were a number of educational and training resources available to help individuals attain skills, sharpen up old ones, or retrain for new lines of work. But the Committee also found that few people were aware of these possibilities, so it assigned its staff the task of making an inventory of training opportunities and resources to be released as a directory for public use. This task, while not dramatic, is important for, in addition to supplying valuable information to individuals, businesses, unions and governmental agencies, it will enable the community to gain an over-all perspective of its current scene so that improvements may be made in current programs or holes may be filled in where needed programs do not exist.

(e) Human Rights Commission:

The Committee has been acutely aware of its limited and temporary

assignment. Therefore, it unanimously supported the establishment of a permanent Human Rights Commission and Advisory Council at hearings before the Board of Supervisors on the ordinance to establish such a Commission. These new bodies will receive the full and detailed information gained by the Interim Committee and will have the benefit of the experience and advice of Committee members.

(f) Miscellaneous:

In addition to its major activities, the Interim Committee and its staff have participated in negotiations between the Bank of America, Fair Employment Practices Commission, and the Congress of Racial Equality. On advice from the Committee, Mayor Shelley requested Governor Brown to designate a mediator to resolve this dispute for the entire State.

Before and during the Republican Convention, the Interim Committee was instrumental in bringing together law enforcement officials and civil rights demonstrators to reach a satisfactory agreement regarding picketing activities outside the Cow Palace and San Francisco hotels.

The Committee also held meetings with officials of a union regarding the union's policy on admittance to apprenticeships. Because this policy was under the scrutiny of the FEPC and because of the Committee's temporary tenure, this matter will be referred to the permanent Human Rights Commission. Another union situation was brought to the attention of the Committee and was resolved by the referral of the non-white workers in question through the regular procedures of the union's hiring hall.

4.

RECOMMENDATIONS

Much remains to be done in San Francisco to rectify successfully the pattern of under-employment of minority groups. Recently the President of the United States signed a Civil Rights Act, but this will be of little help in the North or West. For, unlike the South where Negroes are still striving for basic citizenship rights, here there is legislation to assure that basic rights are protected. What is needed here is more than adherence to the letter of equal opportunity legislation. Now we need positive actions reflecting the spirit of these laws.

(a) To Employers:

Private employers are the underpinning of our economy. We believe that private employers should take the initiative in the economic integration of minorities. Businesses are not organized to be philanthropies and this is not their proper role, nor do we suggest that they should take over the welfare field. There is much, however, to be gained by the business and industrial sector if they take the initiative in solving the problems of economic integration. There is the expanded labor market from which they may draw. There is the expanded consumer market to which they may sell. There is the assurance of orderly society upon which they may rely. The labor and consumer markets among minorities today are stunted. Social order cannot be guaranteed if a sizeable segment of a community sinks while the rest rises. We believe that an increasing number of business leaders accept the proposition that they should take the lead in opening up jobs to Negroes, not just from self-interest, but because it is morally

and socially right to do so. They are ready to help close the gap which exists between the state of Negro education and training and the requirements of the labor market.

Employers should adopt a clear policy of non-discrimination for recruiting, interviewing, evaluating, hiring, training and promoting qualified employees, from bottom to top. They should announce this policy widely and implement it by strong direction from top management down through all levels of supervision.

Employers should do all they can to open the door to employment for minority groups at levels for which they are qualified. Employers should institute on-the-job training for all workers and apprenticeship programs where practicable, and should give special consideration to inducing minority groups to take advantage of this training. In many areas of employment, it has not been possible for minorities to obtain the experience needed to compete with others. Employers should adopt the concept of the "qualifiable" employee - the man or woman with potential - who can be developed with intelligent aid. Aggressive recruitment of qualified and qualifiable minority workers, non-discrimination in all conditions of employment and promotion, and special attention to the training of those who need more skills, these together form the basic elements of a program for business which can break the vicious cycle of poverty and under-employment in which minorities are caught.

Public employers are a major source of jobs for minorities in our community. In some respects the non-discrimination policies of civil service have placed public employment far ahead of the private sector.

Yet minorities are still found mainly at the lower rungs of civil service, whether city, state or federal. There are also areas of public employment that remain strangely all white. On the whole we believe that the governments have done much to encourage training and apprenticeship programs in private industry yet lag in applying this principle fully to themselves. Apprenticeships, entrance training, and programs aimed at preparing workers for promotions should all be examined carefully to improve their capacity to integrate minorities into the economy.

There is another matter that the Committee feels should be given further study and consideration. Almost all employment application forms inquire as to any previous record of arrests and convictions. Following a pattern familiar to most ghettos, there appears to be a high incidence of police records in some predominantly Negro and other minority group neighborhoods. In addition to this, but entirely different in nature, are those persons who have acquired records as a consequence of civil rights demonstrations. If record of arrests and convictions appearing on application forms automatically bar the applicants from obtaining gainful employment, the Committee fears that the conditions of frustration and hopelessness that have created many of these problems will continue to exist for a significant number of minority group people. It is a complex problem, ethical and legal as well as social. The Interim Committee suggests that the Human Rights Commission make a careful study of this situation which can lead to recommendations to public and private employers.

(b) To Unions:

We draw from the eloquent statement adopted unanimously last year at the 5th Constitutional Convention, AFL-CIO, and endorsed by the San Francisco Labor Council:

"We call on every affiliate of the AFL-CIO to establish a vigorous civil rights program of its own, geared to the banishment of every form of discrimination based on race, creed, or color from its own ranks, and to provide strong and effective machinery for the implementation of those programs. As part of this effort, we call upon affiliates to review the practices of local union officers and committees to assure that all members are being fairly represented and that their rights under collective bargaining agreements are fully protected."

As this statement acknowledges, "Equal job opportunity is not a reality, not only because of discrimination by many employers and by some unions, but because many workers have been deprived of adequate education and training."

We recommend that all unions in our city examine their entrance requirements and apprenticeship programs to bring them in line with the AFL-CIO objective of non-discrimination. Unions hold the key to open the doors to many jobs. Some have done an acceptable and others an excellent job of holding the doors open for all. Others have a long history of discrimination, and today find themselves trapped in this situation: with a limited number of jobs available, the white members of a predominantly white union will fight tenaciously to preserve their seniority rights to jobs by keeping the door closed to non-whites. For their own health and that of the community, this situation must be changed. Many unions should be more aggressive in promoting training

among employees. Some have only a mere fraction of the apprenticeships potentially available under current contracts.

(c) To Employment Agencies:

Private agencies provide a mechanism through which many positions are filled, yet few minority workers use these sources of employment. We recommend that private agencies actively promote a program to inform both employers and minority groups that the agencies offer equal opportunity in all of their services. We recommend that the agencies take special steps to improve their contacts with the large minority labor pool and in so doing expand their services for employer clients. As with industry, private agencies can join together through their association to provide the specialized knowledge and skill needed to aid effectively those employers in search of qualified or qualifiable employees from minority groups.

The Interim Committee commends the California State Employment Service for its proposed program of neighborhood offices in areas of heavy minority group concentrations. The Committee has worked with the CSES and neighborhood groups to help make this program an effective contact place for workers and employers. We recommend that the Human Rights Commission take over the Interim Committee's role as official advisory committee for the CSES program. In this capacity the Commission should encourage business and industrial firms to utilize the new services of the CSES. The Commission should work closely with minority organizations to assure that the training and placement functions of the CSES neighborhood stations are taken advantage of by residents. The Committee recommends that the CSES make special efforts to assure that its program will allow workers to compete for positions on a

Bay Area basis. Some blue-collar job opportunities are found now in the suburbs where before they were in central cities. It is imperative that minority group job applicants be made aware of the employment opportunities in other Bay Area locales as well as San Francisco.

(d) To Civil Rights Organizations:

The Interim Committee believes firmly in the goal of economic integration of minority groups, and it feels that this goal can be fully realized in San Francisco without resorting to civil disobedience.

In our judgment, negotiations between civil rights organizations, employers and unions are quite legal -- as are peaceful demonstrations. However, acts of civil disobedience raise many other problems that the city government cannot ignore. At times these demonstrations have so dominated the attention of the city that the goal of economic integration has been almost forgotten. We call upon the civil rights organizations to cooperate with the new Human Rights Commission to the fullest extent. The Commission must be given every opportunity to mediate disputes so that civil disobedience demonstrations will be replaced by constructive solutions and effective programs. The new Commission must receive the complete support of the entire community, including the civil rights organizations, as it develops ways to bring employers, unions and employees together.

It is self-evident that the government cannot condone violations of laws enacted for the public welfare; however, due to the large number of arrests of civil rights demonstrators last Spring, it was cumbersome to try them en masse. They were assigned for trial in groups of ten or

fifteen before several judges of our Municipal Court. One of the results of this procedural decision, however, has been that persons whose conduct was substantially the same have received greatly disparate sentences.

The Interim Committee believes that in neighborhoods of minority group concentrations there is a need for additional privately initiated programs of mutual assistance that will encourage maximum individual participation by those in need of jobs, training, additional schooling, etc. These neighborhood programs should supplement the other training and educational resources in the community. Technical advice by experienced people in various related fields should be available for those who undertake such neighborhood projects. It is encouraging to note that this need has been stated explicitly by some minority leaders and neighborhood agencies who have already implemented or planned projects. These efforts demand and deserve full support from the general community, but their success will ultimately depend upon indigenous leadership and participation.

As an example of such special projects, it is important to emphasize that despite a fairly extensive variety of training programs in the city of San Francisco, there is a need for special pre-vocational aid to hundreds of youths and adults who remain unqualified for jobs. It is for these large numbers of citizens that other kinds of training must be established -- and quickly before hopelessness and the sense of being a "loser" combine to encase them permanently in a ghetto of the mind and spirit.

In addition to the on-the-job, apprentice, and pre-apprenticeship training already recommended, we urge an educational effort that begins prior to the job seeking stage. Within the neighborhoods -- in churches and living rooms -- there could be organized small classes, staffed by members of the neighborhood and possibly others, to discuss the factors other than skills that are part of getting into the job market: how to dress when applying for a job; how one speaks to an interviewer, how to fill in forms; what kinds of exams to prepare for; how one works against a time limit when taking tests; some drill in basic arithmetic, etc.

This kind of program could be pursued outside the formal school structure in order to reach those who have rejected the school milieu. It should be organized indigenously to engender the greatest degree of community participation and responsibility. Help from other sectors of the community should be limited to financial aid "without strings" and teachers who, in addition to giving instruction, might prove more profoundly useful in training "aides" to conduct the classes.

As another example, in Philadelphia a joint effort between the Negro community, city government, and industries has produced a school in which young men and women are trained in the latest industrial techniques. This has been a success to a great degree because of the initiation and administration of the program by Negro leaders themselves.

The Committee is not advocating that minority groups further segregate themselves through such neighborhood initiated programs. But it must be recognized that years of segregation have produced hostility and distrust between majority and minority groups to the point where it is now difficult

for some to receive or accept help directly from outside their own group. It is to these people that such programs should be directed as bridges to help them cross into the general community. There are other individuals who will not require such specialized aid but for whom normal avenues of education and training are adequate.

(e) To Others:

Public and private agencies should help develop that indigenous community leadership and organization which can lead to the motivation, strength, and drive that destroys apathy and alienation. On the other hand, such agencies should carefully and frankly examine their current programs for their effectiveness in reaching minority group individuals. Complaints from minorities that the professionals who contact them are either unsympathetic or ineffective cannot be lightly dismissed. Some agencies - such as the San Francisco Police Department - have demonstrated that new programs can be developed and old ones revamped to meet changing circumstances effectively. But it is our observation that the activities of some other agencies seriously lag behind today's problems; and, that there is even resistance to acknowledge this fact.

The Bay Area is undergoing dramatic population and economic shifts. As we noted, increasing numbers of businesses and industries are relocating in suburban areas, taking large numbers of job opportunities with them. The gain in some white-collar positions does not compensate the central city for the loss of blue-collar jobs. Also, there has been a related movement of white middle-class families to the suburbs, thereby leaving central cities with disproportionate numbers of the rich, the poor, the

elderly, single people and minorities. This is a complex situation. It has many causal factors and many effects. We recommend that employment opportunities for minority groups, and all related matters such as housing must be planned and coordinated on a metropolitan regional basis.

Employers, employment agencies, schools, public and private organizations must assure that minorities are given the chance to compete throughout the Bay Area. It is also essential to the welfare of San Francisco and of the entire Bay Area that the housing market be open without discrimination based on race, color, nationality, or creed. Local governments must cooperate on the problems of employment and housing. Central cities should take the lead in developing regional cooperation on these serious problems.

5.

IN CONCLUSION

As a people, we are coming up to a major confrontation on the issue of minority group rights and opportunities for the first time in this century. It is not that the issue has suddenly materialized, for indeed it has always been with us under the surface. Only in the past years has it erupted as a national issue, unmistakable and unavoidable in North and South alike.

For all their liberality and tolerance, both in tradition and in law, California and San Francisco are in the midst of the civil rights turmoil. The terms of the confrontation are indeed set by those in the position to facilitate changes. If the community and its leaders do nothing, there will inevitably be strife. If the community and its leaders respond affirmatively, this Interim Committee is convinced that our city will pace the nation to peaceful solutions in the fulfillment of the premise upon which the United States was founded - "liberty and justice for all."

A CHECK LIST: Suggested activities to create equal opportunity for minorities in employment.

To public and private employers

1. Seek qualified and qualifiable workers:
 - a) Place ads which emphasize your company is an Equal Opportunity Employer -- in both city and minority press.
 - b) Send films, brochures, and speakers to the Junior and Senior High Schools which have large minority student bodies to assure minority youth of their welcome if they apply for employment.
 - c) Send special brochures and letters of invitation to the high school graduate in the last month of the semester -- ask school counselors to interview minority graduates and direct them to your company.
 - d) Arrange for tours of your plant.
 - e) When outside agencies are used for employee referrals, place requests with the California State Employment Service (CSES) through its Minority Group Specialist (PR 6-3850); also use agencies such as PACT (DO 2-5010) and Urban League (JO 7-1835). Inform all private employment agencies of your company's desire to integrate staff.
 - f) Utilize company publications to educate and to urge employee help in recruiting minority personnel.
2. Within your company:
 - a) If your company wishes to sponsor training within your plant for upgrading purposes or for new unskilled trainees on specific job operations, you can apply for financial aid under the Manpower Development and Training Act. Federal funds are available to help defray training costs; trainees can number as few as two; and the classes designed to assist the employer in accord with his own requirements for whatever period is desirable. This enables you to hire less qualified and unskilled applicants with the assurance that their training will not be costly to you.

For information, contact the Bureau of Apprenticeship and Training at 450 Golden Gate Avenue, Room 10457 (556-3201).
 - b) Constantly reiterate an equal opportunity policy among your personnel people to guarantee their understanding and adherence to non-discriminatory policy.
 - c) Examine in detail your testing procedures to see if they can be reevaluated or modified for certain entry jobs -- or design tests to fit specific jobs. Where tests have been relied upon heavily at the hiring point, you might consider using them instead for later upgrading, rather than for hiring. After a reasonable period,

on-the-job performance can also be evaluated, and the experience and self-confidence the employee has gained might appreciably affect his test performance.

- d) Inventory minority workers presently with your company to ascertain potential for upgrading; develop on-the-job or correspondence courses to aid employees to obtain additional training.
- e) Analyze jobs (CSES provides this service) to see if technical jobs can be broken into component phases so that aides can do the less skilled work. Aides can also be included as helpers on more professional jobs thereby gaining work experience which, combined with schooling at night or on-the-job (see 'a' above), can lead to professional careers.
- f) Develop job descriptions for the use of employment agencies and your own personnel people to encourage objective judgments for initial hiring and upgrading of employees.
- g) Larger companies or industry-wide associations which have particular entry jobs for which some training is needed might participate in designing a course at facilities such as the Youth Opportunities Center (173 Hilltop Road) or O'Connell Trade School (21st and Harrison).
- h) Large companies or associations might find it helpful to hire a special Human Relations staff person who would direct efforts to recruit minorities into the company and give special heed to training and upgrading of these personnel on the job.
- i) If an applicant's arrest record is requested on application form, your company should evaluate the cause of arrest carefully to ascertain whether the past offense could in reality affect the job performance of the applicant, or if the time elapsed indicates rehabilitation.
- j) Use the work-school programs more widely. These programs allow students to work part-time while attending classes part of the day. When requesting student employees, to whom the company has no long-term commitment, make a point of employing the less motivated student to whom a job in hand could create an entirely new attitude towards school and work.

Information on the work-school programs can be obtained from the Youth Section of the CSES (PR 6-3850).

3. Throughout your industry:

- a) Utilize industry-wide and trade association meetings to exchange experience, ideas, helpful suggestions, and encouragement on integrating the work force.
- b) Work towards taking on a full complement of apprentices in those industries where apprentice programs exist.

- c) Establish pre-apprenticeship classes (investigate funding under the Manpower Development and Training Act, Anti-Poverty program, etc.) to help bring apprentice-age youth to the point where they can pass the qualifying apprentice tests. These classes should be designed by the specific industry whose need for apprentices has been established, and employers should agree to hire as apprentices those graduates who have proven their motivation and mechanical aptitude through consistent attendance and performance at the class.
- d) Report regularly to the Human Rights Commission on the number of minorities that have been hired during a given period. These reports will enable the Commission to check on what problems exist that inhibit greater progress in some industries and to seek solutions before sharp conflicts arise.

To Labor

1. Adopt a policy of non-discrimination in registration procedure for new members.
2. Since entrance into the apprenticeship trades by minorities will be primarily through the apprentice program, your union should vigorously affirm equal opportunity for any interested apprentice and support any pre-apprenticeship training program designed to make eligible potential apprentices.

Trade union organizations have available to them funds under the Manpower Development and Training Act to use for improving the skills of their unemployed members or for upgrading of those members who need knowledge of new techniques or new machines. These funds are available to establish pre-apprentice training in those trades where some preliminary learning is necessary to ready an applicant for the formal apprenticeship program.

For information, contact the Bureau of Apprenticeship and Training at 450 Golden Gate Avenue, Room 10457 (556-3201).

3. Review the policy of requiring sponsorship by union members of apprentices or new members. Since minorities were restricted from union membership for many years, they often do not have friends within the organization to speak for them.
4. Review with employers the length of time of apprenticeship programs and some of their other requirements in the light of changing job needs and greater specialization of work.
5. There are people newly arrived in the city with some skill in certain trades but not yet journeymen who would benefit from courses designed to help them reach Journeyman status rapidly. The unions should discuss with employers a request to the School Department that it establish such upgrading courses or investigate other resources (e.g., #2 above).

6. Develop an educational program to be propagated in shops, through the stewards' apparatus, at Council meetings, and through extensive use of the labor press to bring understanding to your membership of the historic reasons for current Negro movements, and of members' stake in greater job opportunities for minorities.

If help is needed in developing an educational program, the Human Rights Commission is anxious to be of service. (KL 8-4359).

To public and private employment agencies

1. In accord with the provisions of the FEPC, orders for employees which limit qualified applicants to Caucasians cannot be accepted.
2. Advertise as an Equal Opportunity Agency.
3. Do not consider your task to be one of merely refusing discriminatory orders, but accept the responsibility of making efforts to persuade those employers who do discriminate to adopt an equal opportunity policy. Where past practice indicates that employers have not hired minorities, a commitment of non-discriminatory policy should be requested of such employers so that the agency can feel authorized to make a positive effort to integrate such companies.
4. Have Minority Group Specialists who not only seek to place minority applicants, but act as advisors to applicants in preparing them for testing and interviewing for a job.
5. Research industrial needs carefully so that applicants can be directed towards training programs which will prepare them for a realistic job market. However, it should be assumed that people with some skill have a greater potential employability than those without skill so that training classes should not be strictly limited in kind or number of students by immediate employer requests, but rather should be planned for the potential job possibilities that may emerge over a reasonable period of time.
6. Become knowledgeable about job needs throughout the Bay Area so that applicants will have a wider range of jobs from which to choose.

Some areas to investigate for additional employment aids

1. Suggest that classes be set up in minority neighborhoods by indigenous members of the community to help new graduates and other job seekers gain information on how to look when applying for work; how to handle an interview; how exams are given; how to work against a time limit on tests, etc. In addition, add a quick review course in basic arithmetic.

(There are several books issued in paperback which contain training material for taking tests. They are available at many of the city's bookstores).

2. Check into the feasibility of the "Philadelphia" plan for a school planned and organized by the minority community with industry's aid in designing courses, supplying equipment. This can be financed under MDTA funds, Anti-Poverty Act funds, and/or grants. Possibly students can pay a small tuition.
3. Discuss with the schools greater utilization of their vocational training programs to provide students with a saleable skill upon graduation. Establish closer coordination between schools and industry to make certain that courses are up-to-date. Where equipment for some of the shop courses is obsolete, industry might be asked to contribute more useful equipment. Prepare students for the specific tests required of potential apprentices or civil service workers. Possibly Suggestion (1) in this section can be part of a course for seniors.
4. Teachers at special programs such as the Youth Opportunities Center should be the best available from the regular school system, not temporarily brought in under adult education. Full tenure and pension rights should be retained by those assigned or volunteering to work in special programs.
5. Check on legislative aids that might be proposed and/or supported: e.g.,
(1) possible financial aid to employers interested in hiring apprentices or establishing on-the-job training programs (2) possible limitation on the kind of information re arrest record that can be requested on employment application forms (3) arranging for a minor's income to be considered separate from family income in welfare cases, etc.

Check List
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